1992

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL, SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION, LIBRARY TRUSTEES, PUBLIC OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY.

IT IS A DISTINCT PRIVILEGE AND HONOR FOR ME TO STAND BEFORE YOU TONIGHT AS YOUR MAYOR AT THIS, THE 38TH INAUGURAL IN THE HISTORY OF OUR CITY. TONIGHT, WE HAVE TAKEN OUR OATH WHICH OFFICIALLY STARTS OUR NEW TERM OF OFFICE. TOMORROW, WE BEGIN TO FACE THE MANY CHALLENGES THAT MUST BE ADDRESSED OVER THE NEXT TWO YEARS. IT ALSO MARKS A NEW BEGINNING FOR SEVERAL PEOPLE WHO WILL BE SERVING IN GOVERNMENT FOR THE FIRST TIME. I WANT TO TAKE THIS OPPORTUNITY TO WELCOME ALL OF YOU ABOARD AND I LOOK FORWARD TO WORKING WITH YOU IN MEETING THE CHALLENGES WE WILL BE FACING OVER THE NEXT TWO YEARS.

CONGRATULATIONS ARE IN ORDER TO DAVID GAMACHE, THE NEW COUNCIL PRESIDENT. I AM SURE WE WILL WORK TOGETHER IN DEVELOPING SOLUTIONS TO

THE MANY ISSUES WE WILL BE FACING. THERE WAS AN EXCELLENT WORKING RELATIONSHIP THIS PAST YEAR BETWEEN THE EXECUTIVE AND LEGISLATIVE BRANCHES OF GOVERNMENT. THIS WAS ACCOMPLISHED IN LARGE MEASURE DUE TO THE OUTSTANDING LEADERSHIP OF LAST YEAR'S COUNCIL PRESIDENT, ROBERT DRISCOLL. I PERSONALLY WANT TO THANK COUNCILLOR DRISCOLL FOR HIS HELP AND COOPERATION.

AS EACH DAY PASSES, MORE AND MORE, WE HEAR THE HORROR STORIES OF COMMUNITIES WHO ARE EXPERIENCING DETERIORATING GOVERNMENT SERVICES, OR ARE ON THE VERGE OF FINANCIAL DISASTER. THERE IS NO ROOM DURING THESE DIFFICULT TIMES FOR PETTY POLITICS, OR THE UNWILLINGNESS TO WORK TOGETHER TO SOLVE PROBLEMS. IT IS WITH THAT THOUGHT IN MIND, THAT I THANK THE CITY COUNCIL, SCHOOL COMMITTEE, VARIOUS DEPARTMENT HEADS, PUBLIC OFFICIALS, BOARDS, COMMISSIONS, STATE AND FEDERAL OFFICIALS, AS WELL AS OTHER INDIVIDUALS AND GROUPS -- BOTH PUBLIC AND PRIVATE -- WHO HAVE ALL WORKED WELL TOGETHER, TO HELP OUR CITY MAKE IT THROUGH THESE DIFFICULT TIMES.

ONCE AGAIN, I EXTEND MY HAND OF COOPERATION TO EACH AND EVERY ONE OF YOU. IT WILL BE OUR RESPONSIBILITY TO MANAGE THE AFFAIRS OF OUR CITY BY WORKING TOGETHER IN AN EFFORT TO AVOID THE MANY PROBLEMS PLAGUING SO MANY OTHER COMMUNITIES.

BEFORE I DISCUSS WHAT LIES AHEAD, LET US REFLECT ON SOME OF THE GOALS WE SET TWO YEARS AGO.

WE COMMITTED TO BUILDING A NEW SENIOR CENTER WHICH IS NOW COMPLETED AND OPEN FOR USE. I BELIEVE THE CENTER IS SECOND TO NONE IN MASSACHUSETTS. ONE ONLY NEED TAKE A WALK THROUGH TO REALIZE NOT ONLY THE QUALITY OF CONSTRUCTION AND PROGRAMMING BUT ALSO THE RENEWED EXCITEMENT AND ENTHUSIASM OF THOSE ATTENDING. THE COMMUNITY LIFE CENTER HAS ALREADY BEEN LABELLED AS A MODEL CENTER AND WILL SERVE OUR CITIZENS FOR MANY YEARS TO COME.

THE DESPERATE NEED FOR CEMETERY EXPANSION IS WELL UNDERWAY. A NEW

OFFICE AND MAINTENANCE BUILDING, AS PROMISED, IS NOW COMPLETED AND OPERATIONAL.

TWO YEARS AGO WE COMMITTED TO UPDATE OUR MASTER PLAN. THE PLAN IS COMPLETED AND THIS PROVIDES US WITH A BLUEPRINT FOR ORDERLY GROWTH AND DEVELOPMENT TO THE YEAR 2000 AND BEYOND.

WE HAD PLANNED THE DESIGN OF THE INFRASTRUCTURE FOR THE GOLDEN TRIANGLE WHICH IS NOW COMPLETED. IN THE NEXT TWO WEEKS, THIS WILL BE GOING OUT TO BID, TO CONSTRUCT THE NECESSARY UTILITIES WHICH WILL ENHANCE THE MARKETABILITY OF THE SITE. WE MUST BE COMPETITIVE IN THE FIELD OF ECONOMIC DEVELOPMENT, AS IT IS CRITICAL THAT WE CREATE JOB OPPORTUNITIES FOR OUR CITIZENS AND THEREBY REDUCE UNEMPLOYMENT.

THE PROMISED CONVENTION COUNCIL HAS BEEN FORMED WITH PEABODY, SALEM AND DANVERS WORKING TOGETHER TO ATTRACT CONVENTIONS TO THE REGION WHICH

WILL HELP STIMULATE THE NORTH SHORE ECONOMY.

IN MY LAST INAUGURAL, I DISCUSSED THE BROOKSBY FARM ADDITION WHICH IS NEARLY COMPLETED AS WELL AS THE REHABILITATION OF THE FORMER ELECTRIC LIGHT BUILDING FOR USE AS ADMINISTRATIVE OFFICES FOR THE SCHOOL DEPARTMENT. THIS IS NOW COMPLETE AND FUNCTIONING VERY WELL.

WE DISCUSSED MANY TRAFFIC IMPROVEMENTS TWO YEARS AGO SUCH AS THE URBAN SYSTEMS PROJECT. I WOULD LIKE TO HIGHLIGHT THE HARRIS, TRACY, FULTON AND PALEOLOGIS STREET AREA WHICH HAS BEEN COMPLETED. NOT ONLY HAS THE FLOW OF TRAFFIC BEEN IMPROVED BETWEEN TREMONT AND WALNUT STREETS BUT THE UPGRADING OF THE WATER DELIVERY SYSTEM HAS BEEN GREATLY IMPROVED AS WELL AS THE OVERALL APPEARANCE OF THE AREA. IN ADDITION TO THIS, GOODALE STREET IS NOW UNDER CONSTRUCTION AND SCORES OF OTHER STREETS HAVE BEEN REPAVED WITH MANY OTHERS UNDER DESIGN AND SCHEDULED FOR CONSTRUCTION THIS COMING YEAR.

TWO YEARS AGO I ANNOUNCED THAT I WOULD BE APPOINTING A COMMITTEE TO PLAN AN APPROPRIATE CELEBRATION PAYING TRIBUTE TO THE 75TH ANNIVERSARY OF OUR CITY. NEEDLESS TO SAY, THE CELEBRATION, WHICH INCLUDED A PARADE, CONCERTS, FIREWORKS, FAMILY PICNIC, GALA BALL AND MANY OTHER EVENTS, EXCEEDED ALL OUR EXPECTATIONS. I WANT TO THANK ALL THOSE WHO GAVE SO UNSELFISHLY OF THEMSELVES TO MAKE IT A GREAT SUCCESS. IT WAS GRATIFYING THAT, IN THE WORST OF TIMES, WE WERE ABLE TO RAISE THROUGH PRIVATE DONATIONS $100,000, ALL THE RESOURCES NECESSARY TO BRING HAPPINESS, JOY AND EXCITEMENT THROUGHOUT THE CITY AND BEYOND. IT TRULY WAS PEABODY PRIDE AT ITS BEST!

ONCE AGAIN, DURING THE PAST TWO YEARS, THERE WAS NO RESIDENTIAL TAX INCREASE, DESPITE THE CONTINUOUS RIAD ON LOCAL GOVERNMENT BY THE COMMONWEALTH.

MANY OTHER ISSUES WERE ADDRESSED OVER THE PAST TWO YEARS. HOWEVER, THEY ARE TOO NUMEROUS TO DISCUSS THIS EVENING. AS WE CLOSE THE BOOK

ON 1990 AND 1991, IT IS GRATIFYING TO KNOW THAT WE HAVE BEEN ABLE TO SUSTAIN A HIGH QUALITY OF SERVICE TO OUR CITIZENS IN THE AREAS OF EDUCATION, PUBLIC SAFETY, PUBLIC SERVICES, HUMAN SERVICES, AS WELL AS, IN EVERY ASPECT OF GOVERNMENT SERVICES, THAT HAVE AN IMPACT ON THE QUALITY OF LIFE IN OUR COMMUNITY.

IN LOOKING AHEAD, ONE OF THE MOST DIFFICULT PROBLEMS WE WILL FACE IS THE FINANCING OF GOVERNMENT SERVICES. THUS FAR, WE HAVE DONE WELL! BUT, THERE ARE SIGNS THAT CONCERN ME AS TO WHERE THE NECESSARY RESOURCES WILL COME FROM IN THE FUTURE, AND HOW THIS WILL IMPACT THE QUALITY OF LIFE. MANY COMMUNITIES IN MASSACHUSETTS ARE AT THE BRINK OF FINANCIAL DISASTER. THE MEDIA REPORTS DAILY ABOUT THE RECEIVERSHIP OF ONE COMMUNITY, AND THE LACK OF PUBLIC SAFETY IN ANOTHER. ABOUT ESCALATING CLASSROOM SIZES AND THE ELIMINATION OF PROGRAMS IN OUR SCHOOLS, AS WELL AS REDUCTIONS IN THE AREA OF HUMAN SERVICES. THE STORIES CONTINUE AS WE READ MORE AND MORE ABOUT

THE DETERIORATION OF THE QUALITY OF LIFE IN MASSACHUSETTS. MOST RECENT FIGURES INDICATE THAT IN CALENDAR 1990, 181 COMMUNITIES IN MASSACHUSETTS VOTED ON 598 BALLOT QUESTIONS TO OVERRIDE PROPOSITION 2½, AND 160 COMMUNITIES VOTED ON 369 BALLOT QUESTIONS TO EXCLUDE FROM PROPOSITION 2½ DEBT SERVICE AND CAPITAL PROJECTS.

I AM PLEASED TO REPORT TO YOU TONIGHT THAT PEABODY IS NOT IN NEED OF AN OVERRIDE OF PROPOSITION 2½ AND, AS A MATTER OF FACT, THE CITY OF PEABODY'S TAX LEVY IS BELOW WHAT PROPOSITION 2½ ALLOWS, TO AN EXTENT GREATER, THAN ANY OTHER CITY OR TOWN IN MASSACHUSETTS. SIMPLY PUT, THIS MEANS OUR CITIZENS HAVE NOT BEEN TAXED TO THE EXTENT ALLOWED BY LAW. THIS HAS ALLOWED TAX RELIEF FOR OUR CITIZENS OVER A NUMBER OF YEARS.

WE HAVE TAKEN A PRUDENT APPROACH IN THE EXPENDITURE OF PUBLIC FUNDS AND WE HAVE MADE SOME TOUGH DECISIONS ALONG THE WAY. THIS IS WHY, AT THIS POINT IN TIME, WE ARE NOT A MASSACHUSETTS STATISTIC ON THE VERGE OF

COLLAPSE, NOR HAVE OUR CITIZENS SEEN THEIR SERVICES REDUCED, AND OUR EMPLOYEES HAVE NOT FACED THE TRAUMA OF BEING UNEMPLOYED.

WHAT CONCERNS ME MOST AS I LOOK AT THE FUTURE IS THAT WE HAVE NO CONTROL OF OUR OWN DESTINY IN MANY CASES. FOR EXAMPLE, THIS PAST YEAR, OUR LOCAL AID WAS REDUCED BY 2.5 MILLION DOLLARS AND, IN THE PAST SEVERAL YEARS, THE STATE HAS RAIDED OUR COFFERS TO THE TUNE OF 6 MILLION DOLLARS, NOT TO MENTION THE SHIFTING OF ADDITIONAL COSTS TO THE CITIES AND TOWNS, WHICH HAD BEEN THE RESPONSIBILITY OF THE COMMONWEALTH. WE CANNOT SIT IDLE AND ALLOW THE CONTINUING RAID OF DOLLARS FROM LOCAL GOVERNMENT. IT IS OUR DOLLARS FROM SALES TAX, INCOME TAXES, AND CORPORATE EXCISE TAXES -- ALL COLLECTED BY THE STATE -- THAT COMES FROM OUR SHOPPING CENTERS, OUR INDUSTRIAL PARKS AND THE WORKING MEN AND WOMEN OF OUR CITY. WE THEN, HAVE TO STAND IN LINE WITH A TIN CUP TO SEE WHAT WE GET IN RETURN.

IT IS ABSOLUTE FOLLY, TO TALK ABOUT A PLEDGE OF NO NEW TAXES. THEN TURN

AROUND AND RAID LOCAL GOVERNMENT DOLLARS AND GIVE LOCAL GOVERNMENT THE CHOICE TO IMPOSE THE MOST REGRESSIVE OF TAXES, WHICH IS THE REAL ESTATE TAX, OR CUT ESSENTIAL SERVICES. TONIGHT, I ASK THE CITY COUNCIL, OUR STATE DELEGATION AND THE GENERAL PUBLIC TO DEMAND THAT NOT ONE MORE DIME BE CUT FROM LOCAL GOVERNMENT AND THAT THE COMMONWEALTH REVISIT QUESTION 5 AS VOTED BY THE PEOPLE OF MASSACHUSETTS.

THE RECENT DECISION BY S.E.S.D. SET US ON A COURSE TO MEET OUR RESPONSIBILITIES RELATIVE TO CLEANING SALEM HARBOR. IT ALSO CARRIES WITH IT MAJOR COSTS IN TERMS OF IMPLEMENTATION. WE MUST WORK TOGETHER, TO DEVELOP A FUNDING MECHANISM, TO MEET WHAT WILL BE A MAJOR FINANCIAL IMPOSITION ON OUR CITY. WE ARE WELL ON OUR WAY TO DEVELOPING THE DATA NECESSARY TO BUILD A NEW WATER TREATMENT PLANT WHICH WILL MEET THE REQUIREMENTS OF THE SAFE WATER DRINKING ACT AS MANDATED BY CONGRESS. THIS PROJECT CARRIES A PRICE TAG IN THE 5 TO 10 MILLION DOLLARS RANGE. ADD TO

THAT THE DRAMATICALLY ESCALATING COSTS OF HEALTH CARE WHICH NOW CONSUMES 18% OF OUR BUDGET AND THEN ADD TO THAT COLLECTIVE BARGAINING ALONG WITH THE NORMAL INCREASES OF GOODS AND SERVICES. WE ARE TALKING ABOUT SUBSTANTIAL COST IMPACTS. WE MUST BE PREPARED TO FIND SOLUTIONS TO THESE ISSUES. THESE ARE NOT ISSUES WE CAN AFFORD TO POLITICIZE. THE STAKES ARE HIGH, AND THE CONSEQUENCES ARE SIGNIFICANT.

THE CHALLENGES AHEAD ARE GREAT, BUT, I BELIEVE THEY ARE NOT INSURMOUNTABLE. WE WILL USE THE SAME DIRECT APPROACH WE USED WHEN WE MET THE CHALLENGES OF THE 4% SPENDING CAP, PROPOSITION 2½, AND THIS MOST RECENT FINANCIAL CRISIS. WITH YOUR HELP AND YOUR COOPERATION, I AM SURE WE WILL SUCCEED IN MEETING THE CHALLENGE. ALTHOUGH THESE ARE DIFFICULT TIMES, IT IS NOT A TIME TO WAIT FOR SOLUTIONS TO COME TO US, BUT RATHER, IT IS OUR RESPONSIBILITY TO FIND THE SOLUTIONS, AND TO CONTINUE THE PROGRESS OUR CITY HAS MADE. I BELIEVE THAT IS WHY OUR CITIZENS ELECTED US TO OUR

RESPECTIVE POSITIONS.

OVER THE LAST SEVERAL YEARS, WE HAVE MADE A MAJOR COMMITMENT IN THE AREA OF COMMUNITY DEVELOPMENT. I BELIEVE WE MUST CONTINUE ON A PLANNED PROGRAM SO AS TO ENHANCE THE QUALITY OF LIFE IN OUR CITY. IN THE AREA OF OPEN SPACE, WE UPDATED OUR OPEN SPACE AND RECREATION PLAN. THROUGH A FEDERAL GRANT, WE ACQUIRED A 7 ACRE SITE ADJACENT TO RADDIN PARK AND STARTED A STEWARDSHIP PROGRAM WHICH WILL ENHANCE OUR CONSERVATION AREAS. IN 1992 WE HOPE TO DEVELOP A CRYSTAL LAKE MANAGEMENT PLAN WHICH WILL EVENTUALLY LEAD TO ENHANCING THE QUALITY OF CRYSTAL LAKE AS A WATER BASED RECREATIONAL FACILITY. IN THE NEXT FEW WEEKS, WE WILL BE ACQUIRING A PARCEL OF LAND ON LOWELL STREET FROM F.D.I.C. IT IS MY GOAL TO START THE PLANNING THAT WILL LEAD TO THE CONSTRUCTION OF A DOWNTOWN COMMON, WHICH WILL PROVIDE PASSIVE RECREATION AS WELL AS ADDITIONAL GREEN SPACE IN OUR DOWNTOWN. FOR 1992, COMMUNITY DEVELOPMENT HAS PUT TOGETHER A NUMBER OF

PLANNING STRATEGIES THAT WILL BETTER HELP US DEFINE OUR NEEDS.

IN 1991, A NUMBER OF TRAFFIC IMPROVEMENTS WERE COMPLETED. IN 1992, ADDITIONAL WORK WILL CONTINUE AND THE CONTRACTS FOR THE HAZARD ELIMINATION PROGRAM AT ROUTE ONE AND LOWELL STREET SHOULD BE SIGNED SHORTLY. THIS WILL TRIGGER THE START OF A $750,000 PROJECT WHICH IS BOTH STATE AND FEDERALLY FUNDED. THE INTERSECTION AT LOWELL AND FOREST STREETS IS UNDER DESIGN AND HAS ALSO BEEN APPROVED FOR HAZARD ELIMINATION FUNDS. THIS PROJECT HAS BEEN APPROVED FOR $200,000 AND HOPEFULLY WILL BE STARTED LATER THIS YEAR. THERE WILL ALSO BE SOME TRAFFIC IMPROVEMENTS TAKING PLACE IN THE AREA OF THE NORTH SHORE SHOPPING CENTER, AS WELL AS TAKING A HARD LOOK AT WHAT IMPROVEMENTS CAN BE MADE TO WILSON SQUARE.

AS YOU ARE AWARE, THE CITY JUST RECEIVED A GRANT UNDER THE SMALL CITIES PROGRAM FOR $587,000 WHICH WILL ALLOW US TO CONTINUE OUR PROGRAM OF NEIGHBORHOOD IMPROVEMENTS, FROM HOUSING REHABILITATION, TO ROAD IMPROVEMENT,

AS WELL AS A NUMBER OF OTHER PROGRAMS THAT WILL IMPROVE OUR NEIGHBORHOODS. SINCE ITS INCEPTION, THIS PROGRAM HAS ALLOWED US TO REHABILITATE AND BRING UP TO CODE OVER 1000 UNITS OF HOUSING, SCORES OF STREETS HAVE BEEN RECONSTRUCTED AS WELL AS THE CONSTRUCTION OF NEW NEIGHBORHOOD PARKS AND MANY OTHER PROGRAMS. WE ARE PLEASED TO BE FUNDED AGAIN TO CONTINUE THIS IMPORTANT WORK.

WE WILL ALSO BE RECONSTRUCTING THE CENTRAL STREET PARKING LOT WITH A NEW VEST POCKET PARK WHICH WILL IMPROVE THE APPEARANCE OF OUR DOWNTOWN. OVER THE NEXT YEAR WE HOPE TO START A PILOT BUS PROGRAM CONNECTING CENTENNIAL PARK WITH THE NORTH SHORE SHOPPING CENTER AND DOWNTOWN. IF SUCCESSFUL, IT IS POSSIBLE THAT PUBLIC TRANSPORTATION WILL BEGIN TO PLAY A GREATER ROLE IN THE AREA, AND THEREBY GIVE PEOPLE MORE MOBILITY. AS WE ENHANCE OUR DOWNTOWN BUSINESS DISTRICT, PARKING WILL ALWAYS BE A CONSIDERATION. THEREFORE, WE WILL BE DOING A DECK FEASIBILITY STUDY

TO DEVELOP ADDITIONAL DOWNTOWN PARKING.

OVER THE LAST SEVERAL YEARS OUR DOWNTOWN HAS CHANGED DRAMATICALLY WITH NEW STREETS, SIDEWALKS, HISTORIC LIGHTING, TREES, PARKS AND FACADE IMPROVEMENTS. THE NEXT TWO YEARS WE WILL FOCUS ON EXPANDING THESE TYPES OF IMPROVEMENTS TO FOSTER STREET, AS WELL AS DEVELOPING PLANS FOR A NORTH RIVER LINEAR PARK. WHEN WE ADD THAT TO THE PROPOSED LOWELL STREET COMMON AND RECONSTRUCTED CENTRAL STREET PARKING LOT, WE WILL HAVE CREATED A MAJOR EXPANSION TO OUR DOWNTOWN IMPROVEMENT PROGRAM.

IN 1991, WE DESIGNED THE UTILITY IMPROVEMENTS FOR THE GOLDEN TRIANGLE. WITHIN THE NEXT FEW WEEKS, WE WILL BE GOING OUT TO BID FOR THE INSTALLATION OF THE INFRASTRUCTURE. THIS, ALONG WITH LAND ASSEMBLY AND MARKETING, WILL POSITION US TO BE MORE COMPETITIVE FOR FUTURE ECONOMIC GROWTH, WHICH MEANS, JOB OPPORTUNITIES FOR OUR CITIZENS.

WE MUST CONTINUE OVER THE NEXT TWO YEARS TO MAKE IMPROVEMENTS IN THE

AREA OF PUBLIC SERVICES. OVER THE NEXT SIX (6) MONTHS WE WILL BE COMPLETING OUR $1,000,000 WATER MAIN REHABILITATION PROGRAM. ALSO, OVER THE NEXT SEVERAL MONTHS OUR PROGRAM TO INSTALL REMOTE WATER METERS AT A COST OF $600,000 WILL BE COMPLETED. WE WILL ALSO CONTINUE OUR ONGOING ROAD IMPROVEMENT PROGRAM. NEEDLESS TO SAY, ALL THESE THINGS HAVE A SUBSTANTIAL IMPACT ON THE QUALITY OF LIFE IN OUR COMMUNITY.

THIS YEAR MARKS THE 10TH ANNIVERSARY OF THE PRIDE-IN-PEABODY PROGRAM, THE ADOPT-AN-ISLAND PROGRAM, AND THE GENERAL CLEAN-UP. THIS ALONG WITH EDUCATION PROGRAMS BOTH IN OUR SCHOOLS AND LIBRARIES HAVE BEEN RECOGNIZED STATE-WIDE AND HAVE IMPROVED THE CITY'S IMAGE.

IN THE NEXT FOUR WEEKS WE WILL BE ANNOUNCING THE START OF THE 10TH ANNUAL PRIDE-IN-PEABODY PROGRAM, WHICH WILL BE THE LARGEST SINCE ITS INCEPTION. TONIGHT I MAKE A PUBLIC APPEAL TO ALL OUR CITIZENS TO JOIN US IN SUPPORTING THE PROGRAM THIS YEAR.

AS EACH DAY PASSES WE HEAR ABOUT THE SCHOOL SYSTEMS THAT ARE LAYING OFF TEACHERS, CLASS SIZES INCREASING DRAMATICALLY, STUDENTS BEING CHARGED USER FEES FOR ATHLETICS AND TRANSPORTATION, AND IN SOME SCHOOLS THE ELIMINATION OF ART, MUSIC AND PHYSICAL EDUCATION. I, ALONG WITH THE SCHOOL COMMITTEE, AM PLEASED THAT NOT ONE TEACHER HAS BEEN LAYED OFF IN OUR SYSTEM, NOR DO OUR STUDENTS PAY USER FEES, NOR HAVE ANY PROGRAMS BEEN ELIMINATED, AND IN THE ELEMENTARY LEVEL, WE AVERAGE ABOUT 20 STUDENTS TO A CLASS. I CERTAINLY HOPE THIS WILL CREATE A POSITIVE ENVIRONMENT FOR BOTH TEACHERS AND STUDENTS. MY GOAL FOR THIS COMING YEAR IS TO DO EVERYTHING POSSIBLE TO CONTINUE ON OUR CURRENT COURSE AND AVOID ANY DISRUPTIONS IN OUR SYSTEM, AS WELL AS WORKING WITH THE SUPERINTENDENT, IN ACHIEVING THE GOALS HE HAS OUTLINED FOR OUR SCHOOL SYSTEM.

OUR COMMUNITY PROGRAMS SUCH AS THE INTERNATIONAL FESTIVAL, HARVEST FESTIVAL, PRIDE-IN-PEABODY AND HOLIDAY FESTIVAL, HAVE HAD A POSITIVE IMPACT

ON OUR COMMUNITY, AND WILL BE CONTINUED THIS YEAR. ALSO, BECAUSE OF THE SUCCESS OF SEVERAL PROGRAMS IN OUR 75TH JUBILEE CELEBRATION, SUCH AS, THE POPS CONCERT, FAMILY PICNIC, AND FIREWORKS, WE WILL BE LOOKING AT THE POSSIBILITY, OF ADDING SOME OF THESE EVENTS TO OUR YEARLY COMMUNITY PROGRAMS.

THE PEOPLE'S PERCEPTION OF PUBLIC OFFICIALS AND EMPLOYEES AT TIMES LEAVES MUCH TO BE DESIRED, I BELIEVE IT IS TIME TO TAKE A MORE AGGRESSIVE APPROACH AT CHANGING THOSE ATTITUDES. THEREFORE, THIS YEAR THROUGH OUR PERSONNEL DEPARTMENT, WE WILL BE INTRODUCING FOR THE FIRST TIME A "WORLD CLASS CITY" AND "WORLD CLASS EMPLOYEE PROGRAM". IT WILL BE THE MISSION OF THE CITY FOR 1992 TO DO THE FOLLOWING:

1) PROVIDE THE CITIZENS OF THE CITY, SUPERIOR, QUALITY SERVICE;

2) SUPPORT GROWTH IN SERVICES WITHOUT ADDING SIGNIFICANTLY TO OVERHEAD, AND WITH THE SAME LEVEL OF STAFFING;

3) INSURE LONG TERM VIABILITY OF CITY SERVICES;

4) BECOME A MODEL OF "WORLD CLASS MUNICIPALITIES";

5) IMPROVEMENT OF SPEED AND FLEXIBILITY OF RESPONSE TO CHANGE BY STREAMLINING PRESENT PROCEDURES.

THE OVERALL PHILOSOPHY OF THIS PROGRAM IS TO SHOW CONTINUOUS IMPROVEMENT AND THE ELIMINATION OF WASTE IN CITY GOVERNMENT. THIS WILL CREATE A MORE POSITIVE FOCUS ON PUBLIC EMPLOYEES, AND HOPEFULLY BUILD A BETTER UNDERSTANDING OF THE ROLE OF GOVERNMENT. I ASK ALL OUR EMPLOYEES TO JOIN WITH US IN MAKING THIS PROGRAM SUCCESSFUL.

OVER THE LAST SEVERAL YEARS WE HAVE COMMITTED MAJOR SUMS OF FUNDING FOR OUR PARKS AND LIBRARIES. THESE HAVE BEEN FOR MAJOR IMPROVEMENTS SUCH AS NEW PARKS, AND PLAYGROUNDS. A NEW LIBRARY IN WEST PEABODY, AND ADDITIONAL FUNDING FOR BOOKS. IT IS MY GOAL TO CONTINUE THIS PROGRAM ONCE THE VARIOUS ISSUES THAT AFFECT OUR BUDGET ARE BETTER DEFINED,

THEREFORE, I WILL BE SUBMITTING A REQUEST FOR FUNDING TO THE CITY COUNCIL AT A LATER DATE.

THE PAST THREE (3) YEARS HAVE BEEN DIFFICULT FOR MANY PEOPLE. THE LATEST REPORTS INDICATE THAT 153,000 PEOPLE IN MASSACHUSETTS LOST THEIR JOBS IN THE LAST TWELVE (12) MONTHS. MANY OF THOSE PEOPLE WERE CITIZENS OF PEABODY. IT MAKES OUR JOB MORE URGENT, URGENT IN TERMS OF ECONOMIC DEVELOPMENT AND JOB CREATION, IN TERMS OF COMMUNITY PROGRAMS TO GIVE OUR PEOPLE AN OUTLET, IN TERMS OF PROVIDING THE TYPE OF LEADERSHIP THAT GIVES PEOPLE HOPE.

OVER THE LAST TWO YEARS THE CHALLENGES HAVE BEEN MANY AND WE HAVE BEEN ABLE TO KEEP THINGS TOGETHER FAILY WELL. THE NEXT TWO YEARS WILL BE AN EVEN GREATER CHALLENGE TO ALL OF US IN GOVERNMENT. MY GOAL IS TO CONTINUE TO PROVIDE QUALITY SERVICES TO OUR CITIZENS, KEEP OUR EMPLOYEES WORKING, AND NOT SIT AROUND AND DWELL ON HOW BAD THINGS ARE, AND BE REACTIONARY,

BUT RATHER, WE MUST BE THE CATALYST THAT CREATES THE DYNAMICS THAT ALLOWS US TO BE A VIBRANT COMMUNITY. WE MUST BE THE LEADERS WHO MUST PROVIDE DIRECTION AND YES, EVEN THE CHEERLEADERS THAT CREATE COMMUNITY SPIRIT AND HOPE.

THE LEADERSHIP I REFER TO CAN BE STRONG BUT ALSO CARING, IT CAN BE BOLD BUT ALSO TOLERANT. A TRUE LEADER HAS THE WILL TO CHANGE HIS OR HER MIND ON AN ISSUE WHEN IT SERVES THE COMMON GOOD AND DOES NOT VIEW IT AS A WEAKNESS. WE MUST SPEAK OUT AGAINST THOSE WHO USE POPULAR PREJUDICES AND FALSE CLAIMS AND PROMISES IN ORDER TO GAIN OR STAY IN POWER AT THE EXPENSE OF THOSE WHO CAN LEAST AFFORD IT IN OUR SOCIETY.

FROM A PERSONAL POINT OF VIEW, IF SOMEONE WERE TO ASK ME IF THERE WAS ONE THING THAT I WOULD WANT TO ACCOMPLISH MORE THAN ANYTHING ELSE, AND BE REMEMBERES FOR IT, IN YEARS TO COME, IT WOULD NOT BE THE INDUSTRIAL PARK AND ECONOMIC GROWTH, NOR WOULD IT BE REVITALIZATION OR FINANCES,

BUT RATHER IT WOULD BE THAT THIS ADMINISTRATION CARED ABOUT PEOPLE IN THIS COMMUNITY. THAT WE HAD WON THEIR TRUST AND CONFIDENCE, THAT WE WERE RESPONSIVE TO THEIR NEEDS, AND GENUINELY WANTED TO MAKE PEABODY, THE BEST POSSIBLE PLACE IN WHICH TO LIVE. I REALLY DO NOT KNOW THE BEST WAY TO GUAGE THIS GOAL, BUT LET ME ASSURE YOU, THAT I WILL EXPEND EVERY OUNCE OF ENERGY TO MAKE THAT GOAL OR DREAM A REALITY.

I WANT TO THANK THE PEOPLE OF THIS CITY FOR GIVING ME AN OPPORTUNITY THAT VERY FEW PEOPLE HAVE HAD. I BELIEVE NO GREATER TRIBUTE COULD EVER BE GIVEN TO ME, THAN TO HAVE THE PEOPLE OF OUR COMMUNITY PLACE THEIR TRUST AND CONFIDENCE IN ME. TO LEAD THIS COMMUNITY AS YOUR MAYOR IS AN HONOR I WILL ALWAYS CHERISH, A RESPONSIBILITY THAT I TAKE SERIOUSLY, A CHALLENGE I WELCOME, AND A PLEDGE THAT I WILL DO EVERYTHING WITHIN MY POWER TO MAKE OUR CITY A BETTER PLACE IN WHICH TO LIVE.

THANK YOU AND GOD BLESS YOU ALL!